United Nations DP/DCP/KEN/2

Executive Board of the United Nations Development Programme, the United Nations Population Fund and the United Nations Office for Project Services

Distr.: General
22 April 2014

Original: English

Annual session 2014
23-27 June 2014, Geneva
Item 8 of the provisional agenda
Country programmes and related matters

Draft country programme document for Kenya (2014-2018)

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I. Programme rationale

1. Kenya is at the threshold of a new development era, marked by increasing economic growth and major democratic reforms heralded by the 2010 Constitution and peaceful elections in 2013. The Constitution addresses longstanding geographic, demographic, gender and resource allocation imbalances that have hindered development in the past. It is people-centred, with special emphasis on economic, social and cultural rights, and it mandates a high level of devolution of power and resources to 47 new counties. To deliver on the promises of the Constitution, Kenya will require adequate institutional capacity, responsive leadership at all levels, effective accountability and inclusive, responsible civic engagement. The Government recognizes the potential of a vibrant civil society to support its efforts to engage citizens in development, and seeks to forge an effective partnership governed by principles of mutual accountability, financial transparency, effective coordination and information-sharing. Devolution presents unique opportunities to improve service delivery based on enhanced citizens' engagement, but it has revealed capacity constraints in counties. These constraints, coupled with inadequate resources to fund the new systems and structures and a lack of clarity about institutional roles and responsibilities,[1] represent an important development challenge for the country.

2. Kenya has an estimated population of 41 million (July 2012) with equal proportions of males and females; two thirds of the total population is below 25 years of age.[2] Urbanization is rapidly gaining momentum. The population is increasing by an estimated 1 million people per year, and is projected to reach 46.7 million by 2017 and 70 million by the end of the 'National 2030 Vision' period.[3] Progress has been made towards the Millennium Development Goals, especially Goals 2, 6 and 8. However, progress towards Goals 1, 3, 4 and 5[4] has lagged. These areas will be prioritized through accelerated efforts to get them back on track.

3. Kenya's per capita gross domestic product (GDP) of $820 places it 24th in sub-Saharan Africa and well below the threshold of $1,025 for middle-income country status. Kenya's Gini coefficient of 0.446[5] is markedly higher than those of neighbouring Ethiopia and United Republic of Tanzania but still near the average of 0.45 for the region as a whole. The Kenyan economy remains highly dualistic,[6] with the formal private sector employing 2.2 million (only 32 per cent women) operating alongside a huge, informal sector of some 10.5 million mostly women and youth.[7] This is a key barrier to inclusive growth. Micro, small and medium-sized enterprises generate roughly 85 per cent of employment and 20 per cent of GDP. Women have limited access to factors of production and markets. Women, who represent 80 per cent of the agricultural workforce, have less than 5 per cent of the land, less than 10 per cent of available credit and only 1 per cent of agricultural credit.[8] Corruption is also a barrier to development.

4. In the near future, Kenya is likely to strengthen its position as a regional economic power in East Africa owing to the recent discovery of oil, gas and minerals and improved trading conditions within the East African Community (EAC). Moreover, Kenya has long-standing cordial relationships with its neighbours through bilateral ties and regional cooperation under the Intergovernmental Authority on Development (IGAD). The potential presented by the extractives sector, if effectively governed, could support the

[1] National Treasury 2013, Transitional Authority Report 2013
[2] Sessional Paper No.3 of 2012 on Population Policy for National Development
[3] Second Medium-Term Plan (2013 – 2017)
[4] National Millennium Development Goal Progress Report, 2011
[5] Kenya Economic Update, World Bank, 2013
[6] State of Kenya's Private Sector, African Development Bank, 2013
[7] Government of Kenya Economic Survey 2013
[8] World Bank 2007, Gender and Economic Growth in Kenya

expansion of livelihood opportunities for communities, youth and women. Yet extraction of these resources is already causing localized conflicts, mainly due to lack of effective regulatory and legislative frameworks and the absence of a suitable engagement mechanism for promoting dialogue between stakeholders on sharing of benefits and corporate social responsibility.

5. Adverse effects of climate change, weak environmental governance and overreliance on traditional biomass energy have led to serious exploitation of natural resources. This in turn has led to deforestation, biodiversity loss, encroachment on wildlife habitats and land and water degradation, especially in Kenya's arid and semi-arid lands (ASALs), which account for 80 per cent of the country. Only 20 per cent of households are connected to the national electricity grid and 70 per cent of the population relies on biomass for primary household needs.[9] Recurrent natural disasters are endemic and are mainly climate-related (drought and floods), resulting in severe food shortages and loss of lives and livelihoods. This intensifies competition for natural resources, access to water and grazing pastures between pastoralists, refugees and host communities. It is estimated that about 3.2 million people are affected by droughts and floods annually.[10] From 2008 to 2011, the financial loss to the Kenyan economy was estimated at $12.1 billion[11] (roughly 9 per cent of GDP). Women remain particularly vulnerable, and there are considerable gaps in the enactment, implementation and coordination of policies and in national early response capacities.

6. Kenya's National Peace and Cohesion Architecture was born in the aftermath of and as a response to the 2007-2008 post-election violence. In 2013, the country was ranked 136 of 162 on the Global Peace Index, and in 2012 Kenya ranked 18 of 158 countries reviewed on the Global Terrorism Index.[12] While, peace and social cohesion have taken root in most counties, in some regions, particularly coastal and border counties, persistent structural drivers of conflicts and violence remain, including land; ethno-political competition; political polarization; high youth unemployment; feelings of exclusion; proliferation of small arms; the very real threat of terrorism (for example, the Westgate attack); and radicalization of vulnerable youth by terrorist groups, such as Al Shabaab. This situation is compounded by inadequate state preventive and response mechanisms. Furthermore, Kenya's largely unmanned and porous borders with South Sudan, Ethiopia, Uganda and Somalia present a fertile opportunity for the illicit flow of light arms and small weapons. Notably, the issue of slow progress on land reform, which contributes to localized conflicts, is being tackled by the new Land Commission and has not been prioritized under the new programme as UNDP is not leading this area.

7. Kenya has made progress in promoting gender equality in line with the Constitutional gender principle, evidenced, among other examples, by the appointment of six female Cabinet Secretaries. In contrast, only 16 women were elected as Members of Parliament from the 290 single-member constituencies. Women's representation at the county level was realized by the direct election of 47 women to the National Assembly. No woman, however, was elected as County Governor or Senator in the March 2013 elections. Contributing factors include women's inadequate organizational capacities, cultural barriers, the competitive political environment, the high financial cost of political registration and campaigns and fear of violence and intimidation.[13]

8. The 2013 assessment of development results (ADR) for Kenya notes best practices including that outcomes of the previous programme were relevant to the country context and that UNDP interventions supported the establishment of a critical foundation for

[9] National Energy Policy, 2013
[10] Centre for Research on the Epidemiology of Disasters, 2013
[11] Post-Disaster Needs Assessment (PDNA), 2011, World Bank and Government of Kenya
[12] Global Terrorism Index, 2012, Institute for Economics and Peace
[13] International Federation of Women lawyers – Gender audit of Kenya's 2013 elections process

development. UNDP contributed to placing gender and human rights on the national agenda and played a key role in capacity development to both the Government and Constitutional commissions.

9. Areas requiring strengthening include the need for a more strategic approach to programming to improve programme effectiveness, as well as continued emphasis to scale up efforts on issues related to human rights, gender equity and protection of vulnerable people. UNDP needs to re-examine its programme results framework and overall progress reporting systems for improved demonstration of results and greater accountability. These lessons have informed the design of the new programme, especially the monitoring and evaluation framework.

10. The government-led devolution process provides a unique entry point for UNDP to coordinate targeted efforts on lagging Millennium Development Goals. This will help deliver on the analytical work done through the MDG Acceleration Framework and invites a substantively coherent United Nations response (through 'Delivering as one'), thereby promoting an issue-based approach as called for under the UNDP Strategic Plan. As such, the implementation of an area-based development approach will become the norm. As part of the 'One United Nations Devolution Strategy', UNDP will target selected counties according to criteria established by the Government in its 2013 county profiles and related County Deprivation Index. Lessons from these selected counties will be replicated and scaled up through the national budget allocation to county governments.

11. In support of inclusive growth, UNDP has been working at the policy level to create an enabling environment and has supported catalytic interventions at district level such as business solution centres. Given Kenya's vibrant private sector and the economic significance of the informal sector, UNDP recognizes the institutionalization of high-level and sector-specific public-private dialogue and value chain development approaches as fundamental to better harnessing the contribution of the private sector to development. UNDP will support Kenya's extractives sector through its regional capacity and collaboration with the African Minerals Development Centre and the regional multi-stakeholders' hub for extractives at the African Development Bank's East Africa Resource Centre in Nairobi.

12. Kenya's environmental sustainability challenges, which are further exacerbated by climate change, coupled with the need for renewable energies, require an integrated approach linking better management practices for natural resources (land, water and forest) with early warning capacities and resilience-building. In Turkana County, UNDP successfully piloted a comprehensive range of disaster risk management (DRM) support services to national institutions and vulnerable communities, with tangible results which confirm enhanced resilience of communities concerning food security, human development and sustainable livelihoods as part of newly found coping mechanisms to withstand cyclical floods and drought.

13. UNDP capacity development initiatives have enhanced the capacity of the district offices of the National Drought Management Authority (NDMA) to mitigate, coordinate and respond better to disasters. Given the central role of DRM in the Second Medium Term Plan (2013-2017) (MTP II) and the county integrated development plans (CIDPs), UNDP will scale up these successful pilots to other ASAL areas, magnifying the reach and impact of these programmes. UNDP will deepen its collaboration with IGAD through the regional project on drought, disaster, resilience and sustainability and will explore opportunities under the framework of the EAC to forge synergies on progressing the resilience agenda.

II. Programme priorities and partnerships

14. As an integral part of the UNDAF, the new country programme is closely aligned to the MTP II and the UNDP Strategic Plan, 2014-2017 and informed by the new UNDP gender strategy and key recommendations of the 2013 ADR for Kenya. UNDP has designed its programme to address the interlinked issues of poverty, inequality and exclusion towards achieving sustainable and inclusive economic growth. Data-driven selection of target populations (female-headed households, youth, persons living with HIV and AIDS, etc.), with clear indicators, baselines and targets, will be a central pillar in all integrated programmes. The unique principles of engagement of UNDP will support the deepening of democracy in Kenya and promote resilience-building of vulnerable and marginalized communities.

15. The new programme will support in an integrated manner four strategic programme priority areas: (a) devolution and accountability; (b) productive sectors and trade; (c) environmental sustainability, renewable energy and sustainable land management; and (d) community security, cohesion and resilience.

16. **Devolution and accountability**. To ensure that devolution meets citizens' needs in accordance with the Constitution, UNDP will provide technical capacity development to county governments so that public service delivery is supported in an equitable manner, thus meeting the needs of women, youth, persons living with disabilities, HIV and AIDS and other vulnerable groups. As part of the broader United Nations assistance to devolution, UNDP specifically will support the development and implementation of policy and legislative frameworks; institutional strengthening; and transformative leadership and citizen engagement. UNDP interventions will be guided by principles of transparency and accountability in public financial management; effective public administration and integrity; conflict-sensitive programming (including decision-making and resource allocations); and inclusive public participation. The programme will prioritize establishment of a robust monitoring and evaluation culture and building the capacities of counties and central systems to generate credible data, develop evidenced-based, gender-responsive policies, plans and 'pro-poor' budgeting. In tandem, UNDP will utilize its broad experience of collaboration with civil society organizations (CSO) as a vehicle to enhance citizen engagement and account bility. The voice and participation of all citizens will be a key ingredient in ensuring that devolution takes hold at the grass-roots level in counties.

17. Governance reforms aimed at entrenching a democratic culture in giving voice and participation to citizens will be characterized by respect for human rights, gender equality and rule of law. At the devolved (county) level, UNDP will strengthen capacities of national human rights institutions and CSOs, including those promoting rights of women and persons living with HIV and AIDS. UNDP will work with county governments and grass-roots CSOs on joint implementation of civic engagement initiatives. To support implementation of the judicial transformation agenda at the county level, UNDP will help to improve access to justice through establishment of alternative dispute resolution with non-state actors, which will facilitate realization of citizens' economic, social and cultural rights. In tandem, UNDP will provide technical support to the Independent Electoral and Boundaries Commission (IEBC) using an integrated electoral cycle approach towards the next elections in 2017. From the downstream perspective, enhanced participation of women, youth and special interest groups in decision-making structures, including assemblies, executive committees and public service boards, will be prioritized.

18. **Productive sectors and trade**. Through regional harmonization of trade policies, UNDP will support the creation of a business environment, at both devolved and national levels, that nurtures local capacities and innovation; facilitates private sector development driven by small and medium-sized enterprises (SMEs); and promotes entrepreneurship and acquisition of vocational skills, targeting women, youth and marginalized groups. UNDP,

in partnership with Kenya Private Sector Alliance (KEPSA), Kenya Association of Manufactures (KAM) and Kenya Institute for Public Policy Research and Analysis (KIPPRA) will focus on the institutionalization of high-level and sector-specific public-private dialogue and value-chain development approaches; and empower the poor and vulnerable with skills, knowledge and opportunities to respond to market needs. Select counties will be targeted for support in terms of the economic empowerment of youth, women and other marginalized groups through county business development and promotion centres. Using a conflict-sensitive approach, support will aim to develop and implement inclusive and equitable frameworks for natural resource management, including extractives. UNDP will promote the expansion of informal enterprises and their graduation to the formal sector as a means of increasing incomes and job opportunities. UNDP will also conduct selected analytical socioeconomic studies and assessments to inform sustainable development policy formulation.

19. **Environmental sustainability, renewable energy and sustainable land management**. The UNDP focus at national and subnational level will be on renewable energy, natural resource management policy development, environmental sustainability and governance, including biodiversity protection. UNDP will partner with devolved national institutions such as the National Environmental Management Authority (NEMA) to jointly implement programmes in these areas. UNDP, in partnership with the United Nations Environment Programme and the United Nations Human Settlements Programme (both headquartered in Nairobi), will support government efforts to keep pace with the evolving requirements of multilateral environment agreements. Using a conflict-sensitive lens, UNDP will support the Government to capitalize on recent discoveries in oil, gas and mineral resources to promote sustainable and inclusive economic growth with an emphasis on the enactment and enforcement of policies and regulatory frameworks to ensure environmental preservation, job creation and local development. The focus of UNDP will be to capitalize on significant investments that foster local development through sound corporate social responsibility policies which result in creation of livelihoods, protection of the most vulnerable communities, and establishment of functioning information-sharing and arbitration mechanisms for stakeholders at the county level.

20. **Community security, social cohesion and resilience**. Human security presents a significant development challenge in Kenya. UNDP aims to build the capacities of institutions, communities and vulnerable people, particularly women, to increase their resilience and reduce the risks and impacts of disasters, recurrent conflicts, violence and shocks, including from climate change. UNDP will continue to partner with NDMA to deliver DRM capacity development to county staff. It will also focus on supporting the development of conflict management policies, strategies and programmes; building the capacities of institutions and communities, especially women and youth, to establish and operationalize coordination mechanisms and systems for mitigation and preparedness, early warning and timely response to disasters; and mainstreaming peacebuilding, reconciliation, community security and DRM into key sectors and CIDPs.

21. Leveraging the national peace architecture across Kenya's 47 counties, and building on the recent mediation efforts by county peace forums, UNDP will provide targeted assistance to regions that are witnessing violent conflict (Moyale area of Marsabit County, Northern Kenya) or where sectarian tensions are growing (Coastal area). Due to the multidimensional nature of the conflict, an integrated approach will be applied. UNDP has already initiated a number of cross-border peace mitigation initiatives with the establishment of district peace committees on both sides of the border of Moyale, in Ethiopia and in Kenya. UNDP intends to scale up such successful pilot initiatives under the new programme.

22. Building on a solid foundation of existing partnerships, UNDP will continue to ambitiously pursue a diversified donor base including with 'emerging' partnership countries as well as with the private sector and philanthropic foundations. The overall

UNDP approach to partnership with the Government of Kenya will continue to be premised on the aid effectiveness principles of the Paris, Accra and Busan forums. UNDP will pursue cost-sharing of programmes with the Government of Kenya.

23. In the spirit of 'Delivering as one', new joint programmes will build further on current partnerships with the Joint United Nations programme on HIV/AIDS, UNFPA, the United Nations Industrial Development Organization, UN-Women and other agencies. The strong UNDP partnership with the United Nations Volunteers (UNV) programme will be scaled up significantly concerning implementation of joint programmes. The Global Environment Facility, already a strong partner of UNDP Kenya, will continue to play a key role. The new programme has explicitly identified devolution, disaster risk reduction and renewable energy as areas with significant potential for South-South and triangular cooperation, in particular with Brazil, China, India and Republic of Korea.

III. Programme and risk management

24. This country programme document outlines the UNDP contributions to national results and serves as the primary unit of accountability to the Executive Board for alignment of results and the resources assigned to the programme at country level. The accountabilities of managers at the country office level is prescribed in the organization's programme and operations policies and procedures and the internal control framework.

25. National implementation will continue to be the preferred modality for programme implementation. However, in exceptional circumstances and in consultation with the Government and UNDP headquarters, direct implementation may be used.

26. The country programme comes at a time when the United Nations system in Kenya has adopted 'Delivering as one' as the primary modus operandi. UNDP support will be guided by the ongoing work of the Government and development partners on aid effectiveness in Kenya; UNDP remains engaged in both the Development Partners Group and the Aid Effectiveness Group. The programme will use financing instruments that promote multi-year planning, funding, predictability and flexibility of resources as well as mutual accountability. One such example is the 'umbrella agreement' pioneered by UNDP Kenya that has been cited as a best practice and is being replicated in other countries.

27. In terms of future sustainability of programmes, capacity development will be the primary exit strategy for transitioning the work of UNDP to implementing partners. This will be done through scaling up the quality and key interventions with full recognition that benchmarking of clear medium-term goals will be required, with adjustments made along the way. The UNDP approach to capacity development will evolve based on measurement of capacities throughout the programme cycle. UNDP is committed to be more decisive in its move to withdraw from programmes when weak comparative strength and lack of political commitment are evident. Hence the design of exit strategies will include targeted capacity transfer as well as established mechanisms for measuring credible evidence of change, partner engagement from the beginning of a programme and ability to move on when the time is ripe.

28. Sustainability, security threats, environmental shocks and programme fragmentation have been identified as major programmatic risks. As a mitigation measure, programme design will reflect a sound theory of change in interventions and include an exit strategy for sustainable continuation of results. UNDP will undertake environmental and social screening of all programmes and projects to mitigate any potential adverse impact and risks. Opportunities to strengthen sustainability will be identified at the stage of programme design, realized through implementation and tracked through monitoring and evaluation. The intensification of drought-flood cycles poses further challenges. UNDP will continue to focus on developing national institutional and human capabilities to build resilience in order to offset potential shocks associated with natural disasters. Building on existing initiatives, an issues-based programmatic approach will be further enhanced by

creating flexible solutions teams that will design, implement and monitor a programme based on a comprehensive analysis of the development challenge.

29. Special attention will be given to programme oversight, risk management and mitigation through enhanced monitoring and management to anticipate, mitigate and assess risks as impediments to the country programme. Attention will be devoted to supporting national capacities to meet the ambitious development targets of the MTP II and strengthen fragile national cohesion and reconciliation. To ensure value for money and address potential fiduciary risks and corruption, the country office will strengthen its financial oversight of the programme and capacity assessment of potential partners, especially CSOs, monitoring financial risks, undertaking continuous training and mentoring on results-based and programme management, and intensifying spot checks. The harmonized approach to cash transfers will be rolled out as part of the risk management programme with implementing partners. Accelerated implementation of UNDP Kenya's road map for the re-engineering of business processes, in line with the new 'Delivering as one' standard operating procedures, will improve the timeliness, efficiency and cost-effectiveness of transaction processes, such as already evidenced by the use of mobile payments.

30. As an early-warning management tool and to improve effectiveness, the country office will utilize the Atlas risk-log as the backbone of its operational and programme reporting. It will also build on guidance from programme and project boards, direction from the UNDP programme and project management arrangements, and knowledge derived from evaluations and audits, as well as ensure that budgets for monitoring and evaluation are ear-marked and approved during project appraisals.

IV. Monitoring and evaluation

31. The results-based management system will be enhanced to better assess UNDP contributions to transformational changes in Kenya. The system will be grounded in both the UNDAF and the National Integrated Monitoring and Evaluation System (NIMES) to ensure effective and government-led measurement of results. The system will be complemented by real-time data through the Huduma initiative (a government programme that provides citizens access to various public services and information from one-stop-shop citizen service centres including mobile phones). UNDP will deepen its partnership through a private innovation technology centre in Nairobi – 'iHub' – to enhance access to data emanating from communities across Kenya. Crowd sourcing for feedback on specific subjects can also be conducted through the iHub platforms.

32. UNDAF results groups and related advisory boards will be used for oversight and continuous tracking of progress of the United Nations and UNDP contributions towards achieving outcomes and adjusting the programme accordingly. The advisory boards will include representation from participating United Nations agencies, the Government, independent research think tanks and development partners. In line with aid effectiveness principles, joint monitoring missions with UNDP development partners and the Government will continue to be a key feature.

33. As part of direct project costs, UNDP will commit up to 5 per cent of programme resources to strengthen monitoring and evaluation functions, with a specific focus on monitoring and enhancing the reliability and frequency of data. The office has three professional staff and one UNV dedicated to monitoring and evaluation, and will also leverage the capacity of the joint UNDAF monitoring and evaluation team. UNDP will also commit at least 15 per cent of all programme budgets to advancing women's empowerment in line with the UNDP Gender Equality Strategy, 2014-2008. This will support better targeting of women, youth and vulnerable groups and will facilitate generation of gender statistics and sex-disaggregated data.

34. In conjunction with these efforts, an innovative multi-year thematic policy-research agenda, including independent thematic studies, baselines and evaluation surveys, will be

pursued in emerging areas where the country office does not find data to help track progress. These studies will be funded through direct project costing and findings will be widely disseminated to broaden the space for public policy debates and develop a strong feedback mechanism between policy and practice.

35. Finally, UNDP will enhance quality assurance by creating a pool of expertise to ensure that the monitoring and evaluation function is strengthened across individual programmes. In addition, UNDP will strategically provide evidence-based policy analysis to inform planning, implementation, monitoring and evaluation of development results and provide policy advice and advocacy to integrate United Nations tools (Human Development Reports, the Millennium Development Goals and sustainable development goals) in national and county planning.

Annex. Results and resources framework for Kenya, 2014-2018

NATIONAL PRIORITY OR GOAL: Enact governance reforms, including legislation to implement the Constitution and Judiciary Transformation Framework

UNDAF OUTCOME 1.3: Devolution and accountability: By 2017, a participatory devolution process that is well understood by stakeholders adequately coordinated and equitably resourced for the delivery of accessible and quality services; devolved institutions are legally, financially and technically empowered, well-managed, effective, accountable; resource management is transparent, equitable, effective and efficient at all levels.

RELATED STRATEGIC PLAN OUTCOME 3: Countries have strengthened institutions to progressively deliver universal access to basic services

UNDAF OUTCOME INDICATOR(S), BASELINES, TARGET(S)	DATA SOURCE AND FREQUENCY OF DATA COLLECTION, AND RESPONSIBILITIES	INDICATIVE COUNTRY PROGRAMME OUTPUTS	MAJOR PARTNERS / PARTNERSHIPS FRAMEWORKS	INDICATIVE RESOURCES BY OUTCOME ($)
• **Indicator**: % of the select county governments that fully implement their CIDP; **Baseline**: 0 (2013); **Target**: all select counties (2018) • **Indicator**: Level of public confidence in the delivery of basic services, disaggregated by sex, urban/rural and income groups; **Baseline**:63.5% overall customer satisfaction index (2009); **Target**:75% customer satisfaction index (2017) • **Indicator**: Peaceful completion of electoral and constitutional process; **Baseline**: 2013 elections were credible, free and fair; Supreme Court ruling of 28 March 2013, 2013 EU Observation Mission Report; **Target**:2017 Elections are credible and peaceful	• Real-time Huduma data on service delivery • Baseline and evaluative studies (2014 and 2017) on devolved service delivery • Biannual national and county customers satisfaction surveys • Biannual status of governance in Kenya baseline survey report • Independent elections observer report • Annual Kenya HIV and AIDS estimates	**1.1 National and county governments and the Constitutional Commissions have the capacity for a coordinated and effective transition to the devolved system and to mainstream human rights and gender considerations in compliance with constitutional provisions** • **Indicator:** # county governments integrating gender-sensitive standards and services within a select number of public sectors; **Baseline:** tbd (2013); **Target:** all selected county governments (2018); **Data:** County performance plan; county government performance reports. **1.2 Kenyan citizens and civil society meaningfully engage in democratic processes: and re-empowered to be politically and socially engaged and to demand responsible and accountable governance from elected** • **Indicator:** % of counties that have functional mechanisms for citizens engagement; **Baseline:** 0 (2013); **Target:** 47 (2017); **Data:** Huduma Commission for the Implementation of the Constitution (CIC), Kenya National Commission on Human Rights (KNCHR) reports **1.3 National and county level capacities strengthened for equitable, accountable and effective HIV & AIDS responses**	Ministry of Devolution and Planning, Office Auditor General, County Governments, Commission Revenue Allocation, CIC, KNHCR, Commission Administrative Justice, National Gender and Equality Commission, Judiciary, National AIDS Control Council, IEBC Bilateral and multilateral partners Non-state actors, in particular CSOs	**Regular: 4,600,000** **Other: 39,000,000** **Regular: 2,000,000** **Other: 21,000,000** **Regular: 1,150,000** **Other: 3,100,000**

		• **Indicator**: % of high-burden counties that have integrated and financed HIV in CIDPs; **Baseline**: 0 (2013); **Target**: 50% of high burdened counties with integrated and financed HIV CIDPs; **Data:** CIDPs, county budgets		
NATIONAL PRIORITY OR GOAL: Employment-generation including support to small- and micro-enterprises (facilitate private sector investment, enable youth to acquire the skills and experience for the job market and establish businesses				
UNDAF OUTCOME 3.2: Productive sectors and trade: By 2018, **Productive sectors** (finance, agriculture, tourism, manufacturing, extractive industry), trade and their value-chains are private and SME driven, sustainable, diversified, technologically innovative, commercially orientated and competitive on national, regional and global markets.				
RELATED STRATEGIC PLAN OUTCOME 1: Growth and development are inclusive and sustainable, incorporating productive capacities that create employment and livelihoods for the poor and excluded				
UNDAF OUTCOME INDICATOR(S), BASELINES, TARGET(S)	**DATA SOURCE AND FREQUENCY OF DATA COLLECTION, AND RESPONSIBILITIES**	**INDICATIVE COUNTRY PROGRAMME OUTPUTS**	**MAJOR PARTNERS / PARTNERSHIPS FRAMEWORKS**	**INDICATIVE RESOURCES BY OUTCOME (S)**
• **Indicator**: Employment rate (formal and informal), disaggregated by sector and subsector, sex, age and excluded groups: **Baseline**: employment rate 61.7% (based on census and total recorded employment); Ratio of formal to total employment: 0.15 (2013); **Target**: employment rate 62.8%; Ratio of formal to total employment: 0.40 (2017) • **Indicator**: % of MSEs that have more than 10 employees; **Baseline**: 1% (1999); **Target**: 8% (2017)	• Annual Economic Survey, MTP II review; ILO reports • 2014 SME survey, GoK	**2.1 Public and private sectors at national and devolved level are technically capacitated to formulate (public) and utilize (private) equitable evidence-based business friendly policies and frameworks that are human rights-based, gender sensitive and stimulate inclusive and environmentally sustainable economic growth** • **Indicator:** # of private sector policies that are business friendly and promote rights, inclusion and creation of decent jobs for men and women **Baseline:** 1 (2013); **Target:** 5 (2018); **Data:** GoK report **2.2: The extractive sector is technically strengthened to apply measures that protect the environment and invest in community development and social services** • **Indicator:** # of legal, policy and regulatory frameworks in place to ensure gender sensitive, transparent, accountable and inclusive revenue management; **Baseline:** 0 (2013); **Target:** 3 by 2017;	Ministries: Devolution and Planning; Industrialization and Enterprise Development; Education Science & Technology; Agriculture; Mining; Labour. KEPSA, SME Authority, KUPRA, KAM, Kenya Investment Authority, County Governments Bilateral and multilateral partners including South-South partners Non-state actors, in particular private sector	**Regular: 1,200,000** **Other: 10,000,000** **Regular:1,282,000** **Other: 3,000,000**

		Data: GoK report **2.3 Public and private sectors are technically, technologically and financially capacitated to develop and adapt responsible and sustainable enterprises that are resource efficient and innovative** • **Indicator:** # of County business development centres established; **Baseline:** 0 (2013); **Target:** 20 (2018); **Data:** GoK reports		**Regular:1,100,000** **Other: 6,000,000**

NATIONAL PRIORITY OR GOAL: The Government will promote development of renewable energy as an alternative source of energy and also focus on the attainment of clean secure, and sustainable environment.

UNDAF OUTCOME 4.1: Policy and Legal Frameworks: By 2016, Kenya has robust policies and legal frameworks linking issues of environmental sustainability, climate change and sustainable land management to human security and resilience therefore requiring an integrated and coordinated response to all phases.

RELATED STRATEGIC PLAN OUTCOME 1: Growth and development are inclusive and sustainable, incorporating productive capacities that create employment and livelihoods for the poor and excluded

UNDAF OUTCOME INDICATOR(S), BASELINES, TARGET(S)	DATA SOURCE AND FREQUENCY OF DATA COLLECTION, AND RESPONSIBILITIES	INDICATIVE COUNTRY PROGRAMME OUTPUTS	MAJOR PARTNERS / PARTNERSHIPS FRAMEWORKS	INDICATIVE RESOURCES BY OUTCOME ($)
• **Indicator**: # of reported land and natural resource use conflict and disaster incidences in disaster-prone counties; **Baseline** TBD; **Target** 30% reduction. • **Indicator:** Coverage of cost-efficient and sustainable energy, disaggregated by energy source and beneficiary, sex, rural/urban and excluded groups; **Baseline**: 3.1 Million improved stoves, 15.3 Megawatts (MW) of small hydro (2013), 5.45 MW wind (2012); 300,000 rural homes installed with solar systems (2012); 450 institutional installed with solar system (2013), 8,000 biogas digesters (2012); **Target**: 5 million improved stoves (2017) 20MW of small hydro (2015), 20MW of wind (2015), additional 500 institutions connected with solar energy, additional 100,000 solar home systems installed by 2017(MTPII), 6500 biogas digesters (2019)	• Energy Regulatory Commission publications, National Economic Survey (Kenya National Bureau of Statistics (KNBS) • Survey communities' resilience to climate change (2017) • Survey enterprises using clean energy technologies (2016)	**3.1 GoK has adequate capacity to develop evidence-based and coherent policy responses to the inter-linked challenges of environmental sustainability, land and natural resource management and human security**. • **Indicator:** # of legal frameworks in place for effective gender sensitive management of natural/forest resources with support from UNDP; **Baseline:** 3 (2013); **Target:** 10 (2018); **Data:** GOK annual reports, and UNFCCC National Communication Reports **3.2 Effective technology and skills transfer to develop models of cost-efficient bio-energy, solar, geothermal electricity production, and mini-hydro and wind-power generation.** • **Indicator:** % access to renewable energy by women-headed households in rural areas; **Baseline:** 2% for improved stoves	Ministry Environment, Water & Natural Resources, Energy Regulatory Commission, Kenya Forest Service, Kenya Industrial Research and Development Institute, KAM, NEMA Bilateral and multilateral partners Non-state actors, in particular CSOs and private sector	**Regular: 3,600,000** **Other: 35,000 000** **Regular:1,800,000** **Other:20,000,000**

		(2013); **Target:** 10% for improved stoves (2018); **Data:** KNBS, GoK Economic Survey		

NATIONAL PRIORITY OR GOAL: Prioritize implementation of the Ending of Drought Emergencies plan for droughts and floods; establish effective peace and conflict structures throughout the country; re-engineer government coordination to prevent, manage and resolve conflicts efficiently and effectively; enhance the capacity of international cross-border conflict management in line with Vision 2030.

UNDAF OUTCOME 4.2: Systems for community security and resilience By 2018, counties and communities are able to anticipate, prevent and respond effectively to disasters and emergencies.

RELATED STRATEGIC PLAN OUTCOME 5: Countries are able to reduce the likelihood of conflict and lower the risk of natural disasters, including from climate change

UNDAF OUTCOME INDICATOR(S), BASELINES, TARGET(S)	DATA SOURCE AND FREQUENCY OF DATA COLLECTION, AND RESPONSIBILITIES	INDICATIVE COUNTRY PROGRAMME OUTPUTS	MAJOR PARTNERS / PARTNERSHIPS FRAMEWORKS	INDICATIVE RESOURCES BY OUTCOME ($)
• **Indicator**: # of select counties that have operational early warning and response systems for (a) risk reduction; (b) emergency response; (c) conflict; **Baseline:** N/A 2013; **Target:** All select counties • **Indicator**: # of displacements resulting from disasters and emergencies; **Baseline**: 97,626 natural disasters; 116,074 due to conflict (2012); **Target**: 25% reduction (2018) • **Indicator:** Economic loss from natural hazards (e.g. geophysical and climate-induced hazards) as a proportion of GDP; **Baseline:** 9% of GDP (US$12.1 billion) 2008-2011; **Target:** 7% of GDP (25% reduction (2018))	• Periodic reviews of relevant CIDPs • Annual NCIC and National Security Council periodic Situation Reports • Annual UN reports • Annual Internal Displacement Monitoring Centre (IDMC) Reports • Annual gender audit reports	**4.1. Institutional capacity in place to implement and monitor gender- and human rights-sensitive DRM, peace-building, conflict prevention and community security policies, strategies and plans** • **Indicator**: % of disaster and conflict prone counties with adequate capacities to implement DRM and peace building policies and plans; **Baseline**: 0% (2013); **Target** 75% (2018); **Data:** Government gazette notice; institutional capacity assessment reports and evaluation reports **4.2. Coordination mechanisms, preparedness, early warning and timely response and recovery systems operational at national, county and community levels** • **Indicator:** # of disaster and conflict affected counties with effective coordination structures, EWS and contingency planning linked to timely action; **Baseline:** 0 (2013); **Target:** 20 (2018); **Data:** regular GOK reports, periodic CSO reports; evaluation reports; global peace index; IDMC, PDNA	Ministries: Interior, Devolution and Planning, selected Counties Assemblies, NDMA, National Disaster Operation Centre, National Cohesion and Integration Commission, NSC Bilateral and multilateral partners Non-state actors, in particular CSOs	**Regular: 3,700,000** **Other: 29,500,000** **Regular:3,000,000** **Other:15,000,000**